

8 June 2007

MEMORANDUM FOR DEPARTMENT OF DEFENSE, INSPECTOR GENERAL
DIRECTOR, AUDIT FOLLOWUP & GAO AFFAIRS

SUBJECT: Follow-up on GAO-05-833, "Defense Space Activities: Management
Guidance and Performance Measures Needed to Develop Personnel"

This is in reply to your request for an updated status on corrective actions taken in response to findings and recommendations made in the subject report.

A. GAO Report Recommendation 1

1. Secretary of Defense issue defense-wide guidance to provide accountability by defining and institutionalizing space cadre authorities and responsibilities, to include:

a. defining the Executive Agent's specific authority and responsibilities related to the defense-wide space cadre and leadership role in synchronizing the services' space cadre activities;

b. specifying space cadre human capital development and management functions for the services and other DoD components; and

c. defining the defense-wide structure related to developing and managing the space cadre, such as the Space Professional Oversight Board.

2. Actions: Since our 31 August 2006 update, USD (Policy) has agreed to serve as the Principal Staff Assistant (PSA) for Management of Space Professionals. USD (Policy) has re-drafted DoD Directive 3100.gg, *DoD Management of Space Professional Development*. This directive describes cadre-related authority and responsibilities for USD (Policy), ASD (Networks and Information Integration), USD (Intelligence), USD (Personnel and Readiness), USD (Acquisition, Technology, and Logistics), the Joint Chiefs of Staff, the DoD Executive Agent for Space, the Military Departments, and the Space Professional Oversight Board. The Directive is being coordinated with vested organizations for formal DoD-wide approval.

B. GAO Report Recommendation 2

1. Secretary of Defense direct the DoD Executive Agent for Space, in conjunction with the military services, to develop appropriate performance measures for each service and an evaluation plan to indicate results related to goals in order to help evaluate DoD's progress in integrating and developing its space personnel over time.

2. Action: Since 31 August 2006, the DoD Executive Agent for Space has accomplished the following:

a. Revived the Space Professional Working Group comprised of Service representatives in order to coordinate efforts to: identify space cadre billets and personnel; identify and document competency requirements for space cadre positions and personnel development; develop appropriate performance measures for each service to track progress within their respective space cadre management processes. The Services continue to make progress in establishing requirements for their space professionals and measuring how well they meet these requirements. We will provide further details on the services' progress in establishing requirements in our next update.

b. Proposed a sight picture (reporting tool) to better track the status of the cadre of space professionals: number of space professionals and available billets (summary and by Service); capability of manpower structure to support current / future space development and operations (summary and by Service); and key education and training requirements. The information will be web-based and maintained by the National Security Space Office (NSSO).

c. The Services continue to make progress in developing meaningful performance measures. Attachments 1 (USMC), 2 (USA), 3 (USN), 4 (USAF), and 5 (DoD) highlight progress made in devising performance measures.

NSSO, on behalf of the DoD EA for Space, will continue to work with the Services, using the Space Professional Oversight Board as its focal point. The NSSO will identify performance measure "best practices" to assist the services in institutionalizing meaningful, useful performance measures. The NSSO will also seek opportunities to implement DoD-wide performance measures.

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Attachments:

1. USMC Performance Measures
2. USA Performance Measures
3. USN Performance Measures
4. USAF Performance Measures
5. DoD Performance Measures

ATTACHMENT 1: USMC PERFORMANCE MEASURES

The Marine Corps currently reports 46 active duty billets designated with the 0540 Space Operations Staff Officer additional MOS (AMOS) and 9 designated as 8866 Space Operations Officer. These latter billets are graduate school payback billets where the billeted MOS is that of the 8866 Space Operations Officer. Furthermore, the Marine Corps' space cadre is composed of a total of 66 active duty officers, 21 reserve duty officers, and 9 officers currently assigned as students in the graduate program at the Naval Postgraduate School. The Marine Corps uses the following performance measures to track their space cadre:

Performance Measure
Marines completing courses at NSSI. This includes Space 200, Space 300, the Space Operations Course (SOC), SOC-E, and the Space Fundamentals Course (SFC), leading to designation as Space Operations Staff Officer (0540 AMOS).
Marines who have graduated from the Naval Postgraduate School with a degree in Space Systems Operations and are awarded the 8866 AMOS, designating them as Space Operations Officers
Tracking all billets coded with the 0540 and 8866 AMOSs in an effort to place qualified Marines in these respective billets
Tracking all active duty and reserve Marines who possess either the 0540 or 8866 AMOSs to assist in their assignment to space-related billets.

ATTACHMENT 2: USA PERFORMANCE MEASURES

The Army Space Cadre has two categories of members: Space Professional and Space Enabler. The Army reports 198 documented active duty Space Professional billets and 208 active duty and reserve Space Professional officers. 91% of the billets are currently filled by Space Professionals and 20% of Space Professionals are in full-time training, such as advanced civil schooling, or in basic branch positions. The Army is currently conducting a billet by billet review to establish education, experience and training requirements. This will set a benchmark by which to track the fit/fill rate of billets. The Army also tracks its Space Professionals by basic (awareness)/senior (understanding) /masters (expert) level of space expertise. 40% of Space Professionals have technical degrees at either the undergraduate or graduate level. Statistics for Space Enablers are not yet available. Efforts are underway to establish an introductory (awareness) course of instruction which will be a standard for Space Enablers and new Space Professionals. This course is being worked in coordination with the Air Force National Security Space Institute and will be offered online so it will be accessible to all individuals at any location.

Performance Measure
Number of space cadre billets and members by DoD categories: Operations, Acquisition, Engineering, Science and grouping (officer, enlisted, civilian)
Percentage of space cadre billets filled by qualified cadre members
Percentage of space cadre members trained per training level (awareness, understanding, expert) and by cadre classification (Space Professional or Space Enabler)
Number of cadre members with technical degrees by grouping (officer, enlisted, civilian) and cadre classification (Space Professional or Space Enabler)

ATTACHMENT 3: USN PERFORMANCE MEASURES

The Navy Space Cadre is a distinct body of expertise integrated within the Navy active duty, reserve, and civilian components. The Space Cadre provides leadership and technical expertise to influence the design of future systems to solve Naval warfighting gaps, and to maximize the capabilities of today's space systems. There are currently 308 documented active duty Space Cadre billets and 780 active duty Space Cadre officers. There are 115 reserve Space Cadre officers who compete for 20 leadership Space Cadre billets. There are currently 300 civil service Space Cadre personnel with additional candidates being evaluated. The Navy tracks its military Space Cadre by sub-specialty code and additional qualification designation (AQD). 56 % of the active duty Space Cadre officers have technical degrees at the graduate level.

Performance Measure
Promotion statistics: Track selection rates for Space Cadre coded individuals as compared to their parent community (Surface, Aviation, Information Professional, etc). The goal is to ensure rates at or above the Navy average per community.
FIT/FILL rates: Track percentage of space billets filled (FILL) as well as filled with qualified Space Cadre (FIT). The goals are FILL: 80%, FIT: 60%. Metric reported monthly.
Technical degrees: percentage of Space Cadre with technical masters degrees. Update annually.
NSSI completion: Track Navy individuals who have completed courses at NSSI. First priority given to individuals going to national and joint space billets.

ATTACHMENT 4: USAF PERFORMANCE MEASURES

The Space Professional Management Office (SPMO) documents and tracks education, training and experience qualifications for each Air Force Space Professional in the Space Professional Development Database. The SPMO also tracks education, training and experience requirements for each space manpower billet in the Air Force. The education, training and experience criteria equate to one of three SPDP Certification Levels, which are also tracked in the database.

Experience is documented using Space Professional Experience Codes (SPEC), ten alphanumeric codes that provide details on the type and amount of experience each individual possesses or each space billet requires. This data forms the baseline for a series of metrics.

Performance Measure
Inventory of Space Professionals versus space manpower requirements by AFSC, Certification level and SPEC
Individual skills versus position requirements for key leadership positions: wing, group and squadron commander
NSSI student capacity, annual student requirements and the number of students who completed the course during that year
Number of available Space Professionals who possess specific educational credentials, e.g., space academic certificates, master's degrees and NSSI Advanced Courses versus billet educational requirements
Individual officer's qualifications documented in the Space Professional Development Database against the requirements for the technical/operations billet.

APPENDIX 5: DOD PERFORMANCE MEASURES

The purpose of these performance measures is to identify, track, and manage space cadre personnel within DoD to ensure the department has sufficient numbers of personnel with the expertise, training, and experience to meet current and future national security space needs. This data is also used to help inform senior leaders in support of space workforce policy, planning and programming decisions. Current plans are to periodically compile and publish pertinent data on an easily accessible website. This will also facilitate regular feedback from senior decision makers. The performance measures will be a compilation of existing service data and reports.

Performance Measure
Number of active duty, reserve, and government civilian space-coded billets within DoD (authorized/required)
Number of active duty, reserve, and government civilian personnel coded or classified as space cadre personnel within DoD broken out by career field (space operators, acquirers, engineers, scientists, program managers), technical specialization (communications, missile warning, spacelift), proficiency level and rank.
Number of active duty, reserve, and government civilian space-coded billets within DoD requiring advanced technical degrees
Number of personnel recruited or hired as accessions to serve in billets coded or classified as space cadre personnel within DoD
Number of space cadre personnel serving in space-coded billets that separate annually
Requirements v Capacity in NSSI Space 100, 200, 300 (actual/projected)
Percentage of personnel with undergraduate and post-graduate technical degrees broken out by totals and functional specialties